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THE ROLE AND PLACE OF CONFLICT MANAGEMENT

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In modern conditions of the Ukrainian economy, the conflict in an enterprise is no longer associated with only negative phenomena and processes, but its idealization is also imperceptible. The approach to shaping the role and place of conflict is more pragmatic: a conflict is definitely an integral part of any organization, a conflict should be managed [1, 2].

The conflict, being both a process and a specific state in which the organization or structural element is located, has its causes and sources of birth. Conflict management should eliminate the causes of conflicts or at least reduce the possibility of conflicts from identified sources.

Identifying the causes of the conflict is one of the first tasks in building a conflict management scheme in general or in a particular conflict in particular. It is clear that there are many reasons for conflicts. However, if you concentrate on some of the reasons, namely: interdependence of tasks; controversial tasks; incorrect allocation of resources; ineffective system of motivation; inaccessible goals, etc. - one very important conclusion can be made: all these reasons are directly or indirectly related to the management system of the organization, which, under the conditions of existence of these reasons, could not find effective methods of managing the enterprise. After all, the managers themselves manage the organization and implement the processes of planning, organizing, motivating, controlling and regulating. Of course, the conflicts generated by these reasons, and the very existence of these reasons, weaken the internal environment of the enterprise, and thus weaken its competitiveness.

The prerequisites for the emergence of conflicts in the enterprise management process in general, caused by the ineffectiveness of this management, may be [1]:

1. The planning process involves the formation of goals, objectives, strategies, tactics, policies, etc. All these processes should be based on the assessment and analysis of the external and internal environments, the strengths and weaknesses of the enterprise, that is, depending on the current state of the enterprise, which, of course, is not perfect at the time of the specified process. Therefore, planning from the very beginning places some contradictions in the activities of the enterprise, and taking into account the factor of subjectivity in planning, not taking into

account all factors, the emergence of conflicts in the future is inevitable due to the reasons for the results of planning.

2. Organizing is probably the function of management, which is most involved in establishing conflict preconditions in the activities of the enterprise. Since the organization involves the division of the enterprise into certain structural divisions and, most importantly, the division of powers that eventually leads to the construction of an organizational structure with the allocation of resources, it is simply not possible to avoid conflicts in the future. Recalling the causes of the conflict, you can observe a lot of reasons that originate during the implementation of the function of organization, namely: dissatisfaction with all interests in relation to resource allocation, interdependence of tasks, which directly follows from the type of organizational structure, unsatisfactory communications, which also depend on enterprise structure, etc. Based on this, one more time one can be convinced that the usual implementation of the management of the management is conflicting in nature.

3. The most indicative of conflict in its essence is the function of motivation. Taking into account the fact that the object of motivation is the needs of workers - both material and immaterial, which are at the same time unlimited, as well as a certain limitations of any organization to meet these needs, we arrive at a simple conclusion: there will always be dissatisfaction, always there will be dissatisfied, which can serve as the reason for the emergence of conflicts.

4. Of course, control as a management function also generates conflicts, although not so obvious. During control, the management system tries to compare the expected results with the actual, verifying all types of resources, including employees. The very fact of control can take a negative view of those who are checked, although it depends on the style of control. In addition, the deviation from the expected results without objective reasons also does not cause great enthusiasm among managers. All this together may be the cause of the emergence of conflicts in the enterprise.

5. The last management function - regulation - depends on the previous four, and its implementation will directly depend on the results of planning, organizing, motivating and, most of all, controlling. That is, in essence, the regulation performs one of the tasks of resolving conflicts, but if one considers this function as a causative agent of conflicts, the reason for this is the mistakes in regulation when adjusting plans, changes in the organizational structure, changes in forms and methods of motivation, etc.

Having analyzed the functions of management, it becomes evident their conflict nature and direct participation, perhaps unconscious, in the control system in the creation of conflicts, that is, a lot of causes of conflicts, and then the conflicts themselves, which are associated with the enterprise management system.

Consequently, the management system, the management of the organization and the results of management of this system are the source of many conflicts that arise in the organization. Undoubtedly, under such conditions there is no need to talk about increasing competitiveness. In this context, the conflict management process is designed to improve the enterprise management system.

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